

PEOPLE and EVENTS

Top sales executive wins trip to Bahamas

SALESMAN Bill Benyon has won a five day trip for two to the Bahamas. The prize was given to Benyon for his outstanding sales performance by Automatic Data Processing, and the award was presented by Donald Boyd, ADP's managing director.

Benyon, with other successful sales executives from around the world, are brought together annually by the company in recognition of their achievement. The venue this year is the Bahamas Princess Hotel in Freetown. Benyon will be accompanied by his wife.

On arrival at the hotel, sales executives will be congratulated by the corporation president, John Weston, for their contribution to the fiscal year 1980.

Apart from looking forward to the expected sunshine, Benyon is glad of the opportunity to meet other sales executives. "I'm looking forward to an exchange of information, attitudes and ideas with them all," he commented.

He joined ADP three months ago, after ten years' sales and sales management experience.

Full members

David Webster and John Qualtrough have been regraded to full members of the Institute of Data Processing Management. Webster is managing director and chairman of Alinda Systems at St. Albans. Qualtrough, of Cheltenham, is executive director of Minerva Computer Systems.

Jim Yeomans has joined Data Logic's word processing division as sales executive. He was previously with IBM.

Dr Steven Forde, managing director of American Microsystems, Europe will be expanding his duties to include AMI sales throughout Europe, and management of the design centre in Swindon. John Richardson has become vice-president for the domestic central marketing group, having responsibility for all sales and marketing support in the US and the Far East.

Neil Williams has been appointed manager of Viking Recruitment having worked previously for Knight Computer Services as software sales co-ordinator.



SWEDA International's golf team is one of 45 teams which took part in the Taunton Pro/Am Golf Tournament. Organised by Taunton Borough Council, the tournament attracted 17 sponsors, including Sweda, ITT and British Telecom from the electronics industry. The Sweda team professional, Mark Thomas is on the left of the picture. Other team members are Robin Fisher of Sweda, P. R. Pitts of Gateway Foods and Ken Turner of Sweda.

More golf . . .

Christopher Kay of Matlock has won the Northern England regional heat of the NCR National Long Drive Golf Championship, with a drive of 228 yards, 6 inches. The runners-up were Gary Farness of North Manchester and Simon Sherratt of Sheffield.

All go on to the national final, to be held at Stoke Poges Golf Club on September 23. The championship is sponsored by NCR and organised by the magazine Golf World.

Auditor's award

A LONDON telephone industry executive has received the Bradford Cadmus Memorial Award. Charles Duly, was presented with the award by the Institute of Internal Auditors, IIA, for exemplary service.

Duly is a certified internal auditor for Standard Telephones and Cables and has been a member of the IIA since 1963, having most recently served it as European West regional director.

Big deal for ADP

AN ORDER worth £500,000 over the next three years to ADP has been placed by Alcan Aluminium UK.

ADP will provide Alcan with its own internationally available time sharing service, through ADP's network. It is ADP's ninth European on-site installation.

Alcan Aluminium has been ADP's client since the early Seventies, using DEC System 10-based services.

The agreement was signed by Brian Tytheligh, managing director of ADP network systems UK and Europe, and Eric Holloway, corporate systems manager of Alcan Aluminium UK.

Dennis Hoey has been appointed customer services branch supervisor for Rediffon's Northern branch. He joined the company as a customer engineer for the Southern branch in 1978, and moved to the Northern branch a year later as senior engineer.

Mike Hardwidge has been appointed managing director of APL Plus. He joined from Germany where he ran the company's operation, having started it three years ago.

Stewart Vassie has joined Information Services and Equipment in the technical marketing division.

Mark Clausen has been named company controller at Marcor Business Systems in Santa Clara, California. He was formerly senior accountant with Main, Hurdman and Cranston.

Diklat has made two management appointments. They are Brian Aspin, support manager and Roland Hoggard, special projects manager. Aspin was formerly an analyst/programmer. Hoggard has previously worked for AES Wordplex and Rediffon Electronics Systems.

Nigel Bulfit is now a director of Burroughs Machines, the British subsidiary of Burroughs Corp. Prior to this appointment he was director of planning and administration at NCR.

DIARY

SEPTEMBER 1-2
Microprocessor workshop. Computer Lab, University of Liverpool.

SEPTEMBER 3-5
Logic and microprocessor system design course. Computer Lab, University of Liverpool.

SEPTEMBER 7-12
Introduction to small computer systems in engineering applications, vacation school. Institute of Electrical Engineers, London. Details: IEE, 01-240 1871.

SEPTEMBER 8
Talk on Portability of Fortran 77. Dr John Larmouth, BCS Fortran Group, BCS Headquarters, 13 Mansfield Street, London, W1. 10.30 am.

SEPTEMBER 9-10
CAPP-80, typesetting seminar. Royal Lancaster Hotel, London. Details: CAPP-80 Conference Unit, 01-836 4088.

SEPTEMBER 10
Meeting IBM CUA management group. IBM Computer Users' Association National Exhibition Centre, Birmingham.

Meeting IBM CUA computer-based training sub-group. IBM Computer Users' Association, Bank of Scotland, Edinburgh. Details from Mr. Speidel, Tel: (01) 551 1045.

Meeting IBM CUA Series-1 group. IBM Computer Users' Association, White Swan Hotel, Stratford-on-Avon. Details from Mr. Speidel, Tel: (01) 551 1045.

Computer security. NCC Security Awareness Scheme. Owen's Park, Manchester. Details from Security Awareness Scheme Manager, National Computing Centre, Oxford Road, Manchester, M1 7PU. Tel: 061-275 8333.

Meeting IBM CUA local author group. IBM Computer Users' Association, County Hall, Norwich. Details from Mr. Speidel, Tel: (01) 551 1045.

SEPTEMBER 20-22
Meeting IBM CUA Programming Group. IBM Computer Users' Association, The Vero Hotel, Coventry. Details from Mr. Speidel, Tel: (01) 551 1045.



Technical director

Chris Tofts has become technical director of Western Equipment, a subsidiary of the Rediffon Thompson Group. He was previously with Rediffon-Thompson as a programmer and systems analyst, and is now the new appointment as sales manager.

Chris Tofts has joined Intercom Computer Systems as general sales manager. He was formerly a sales executive covering the North West and Midlands for the North West branch of Digicom. Tofts is a member of the Institute of Purchasing and Supply.

Two Centronics sales executives have been promoted within the UK subsidiary. Colin Zardis, product sales executive for the Midland and East of England, has been promoted to sales executive for the Midlands and East of England.

Frank Brown has been appointed a consultant in Computer Systems as general sales manager. He was previously a consultant to Woolworths, where he was responsible for computer systems, program operations and standard form. He has taken up the post of programmer at Chess Consultants, having previously worked within a stock control program at Colonel Foods, a franchisee of the tuckery Fried Chicken.

Malcolm Rapps has been promoted to sales manager (non-ponents) of Beckman Instruments. He has worked as sales executive responsible for the South of England for the past five years.



OP SPOT

Mixed fortunes in job stakes for Threshold men

NO job-hunting problems for John Greggor: the former NCC Threshold student was fixed up with a job in the industry long before completing his course at St Helens College of Technology. After 42 weeks of study and practical work based on the BEC/TEC National Certificate syllabus, John is now employed as a trainee operator at T. S. Hughes, a general store in Liverpool.

Well pleased with the placement, the 18-year-old Greggor, told me: "I spent six weeks at the side during the course."

"There were three of us and, at the beginning, the manager told us there were two jobs going. I was offered one of the positions and was glad to accept it."

Formerly an engineering apprentice, Greggor is now the junior partner of a two-man shift team operating a Honeywell Level 64 system on a two-shift rota basis.

He went on: "T. S. Hughes is owned by the Owen Owen group of stores so really I work for them. The machine is at T. S. Hughes site, though."

"We also have an NCR machine - I'm not sure what model it is - and we use it to gather data sent down lines from the stores."

Part of the job

"It's a bit of a nuisance when you've finished the work but you have to stay down the lines. Still, it's part of the job, isn't it?"

On the shift pattern employed at the installation, he said: "Days' work from 7.45 in the morning till 4.00 in the afternoon, and evenings are from 3.30 till 11.00 at night. By train it takes me about an hour to get from my home near St Helens to the site in Liverpool. That's not too bad, really."

Importance of the low-speed printer

HAVE you ever worked on a large system which has come to a standstill as a result of the print ribbon on the hardcopy log becoming tangled up in the print mechanism?

That's happened to me on several occasions. Ridiculous, you might think, that such a seemingly insignificant device can stop a system running, say, 10 batch jobs as well as providing an online service.

The point is that some manufacturers and user sites pay great attention to sophisticated hardware and software, but fail to realise the importance of such down-to-earth devices as low speed printers.

Advice for the operations manager on how to select low speed printers is given in Data Centre Dialog, a part of Australia's data centre operations management service.

The author emphasises that the selection of low speed printers should be given as much attention as the acquisition of any other piece of hardware or software.

The manager should first consider the application and weight of workload before examining the characteristics of the low speed devices available on the market.

the weight of the hardcopy media and environmental controls.

Having done that he should then consider such factors as device, speed, quality of print - which is sometimes found wanting on such devices - and whether the model can accommodate the necessary forms.

Printer cost and method of purchase is, of course, very important. The manager should bear in mind that some manufacturers offer a variety of lease, purchase, maintenance, and discount plans.

The manager is also advised to seek out existing users of low speed printers and to ask why they selected the equipment currently in use at their installation.

He should ask the site concerned about any installation and operational problems encountered, and the standard of maintenance and support provided by the manufacturer.

The author also discusses the physical size of the units, the availability of delivery schedule and technical support.

Thanks . . .

THANKS for the excellent response to my request for a site to visit and feature in the Op Spot. I will be in contact with the respondents soon.



A chance to move into programming

PROGRESSION from operations to applications programming is something which many in the industry, myself included, view with mixed feelings.

On the one hand it enables operations staff to get off shift work, but on the other it is debatable whether such a move makes good use of skills acquired in the computer room environment.

A widely-held view is that operations skills are best employed in areas such as technical support, operations support, systems programming, management and supervisory positions.

However, many operators are keen to move into applications programming, so the fact that Allan D'Morlas, a software house and consultancy at Harrow, is to run a TOPS programming course for experienced operators comes as good news. The first in a series of pilot

courses will start at Harrow on October 20 and run for eight weeks.

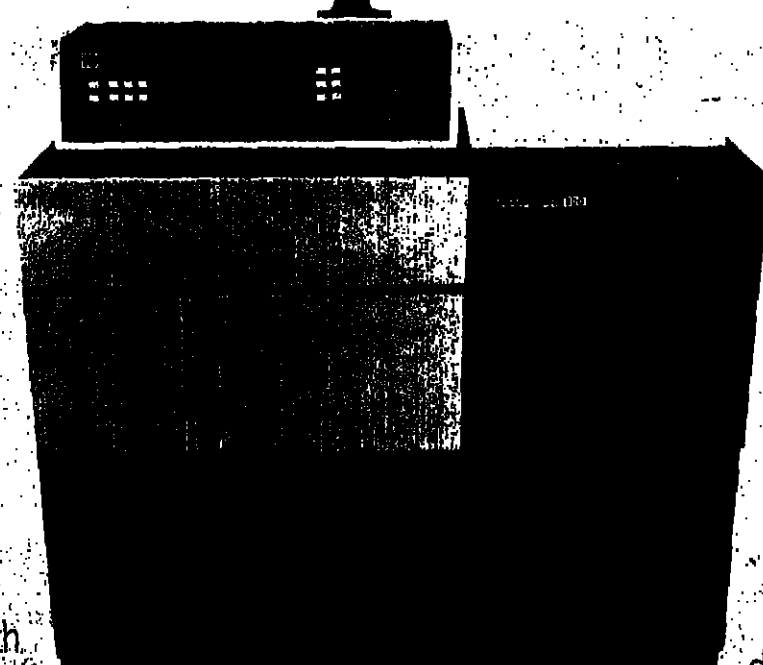
Ron Hunnibal, marketing manager at Allan D'Morlas said: "The aptitude test is of a pretty high standard and they have to undergo an intensive interview. They will also be under survey throughout the course."

Successful applicants will study Cobol and Basic with hands-on time on Commodore PETS and Data General equipment.

Said Hunnibal: "We're going to want between 15 and 20 students on the course and, if it is successful, we will run others. We also help our students find positions in the industry."

So if you're an operator who is keen on becoming an applications programmer contact John Reid, Education Manager, Allan D'Morlas and Associates, Equitable House, Lyon Road, Harrow, Middlesex. Tel 01-863 0631.

From Kodak a laser printer



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BOOKS

Chess is yardstick for AI progress

Advances in computer chess, Volume 2, edited by M. R. B. Clarke, 142pp. £7.00. Edinburgh University Press (CW), 22 George Square, Edinburgh EH8 9LF. Tel: 031-687 1011.

CHESS is now accepted as a yardstick for progress in Artificial Intelligence. If computer chess has not yet come of age, it is respectable and serious, as shown by investigations of the last few years in this collection of nine papers presented to a 1978 conference in Edinburgh.

Take just two of the topics: a representation of pattern knowledge in chess endgames, contrasted with an analysis of minimax, confirms, at least in part, by their range, the genuine comparability of human and Artificial Intelligence in the "narrow" field of chess.

A promising trend shown in most of the papers is the concentration on small groups of chessmen in the chess endgame. We find valuable results with just three and four chess-

men, for instance, with rook against knight covered in some depth. Note: the two kings are always included in the "four."

The play-perfect databases developed for this case (and for queen against rook, not covered in this book) have impressed, sometimes confounded, the chessplaying experts. They are, at the same time, the hope of the AI fraternity in their current emphasis on "knowledge."

These databases seem to offer an ideal basis for collaboration between chessplayers and AI researchers. The paper "How hard is the play of the king-rook-knight ending?" is a case in point. The authors appear to believe that playing this ending perfectly is at or near the limit of human ability.

That we find ourselves even discussing the limits of human mental capability in the context of computer chess in 1980 is surely the most exciting thing about this anthology.

JOHN ROYCROFT

Panacea for all ills?

The threat to industry and the welfare state. 24pp. 20p. TUC Publications (CW), Great Russell Street, London WC1B 3LS.

A BOOKLET from the Trades Union Congress has slammed the present government's economic policies and puts forward an alternative strategy based on economic expansion, full employment, import restrictions, industrial democracy and a positive role for nationalised industries.

The TUC booklet puts great play on the role that new technology will have to play and calls for new schemes to encourage investment in new products and new processes.

To pay for this, the TUC suggests that finance from North Sea oil and insurance funds should be mobilised and a more powerful National Enterprise

Board as well as the Scottish and Welsh Development Agencies would be used to stimulate investment and promote employment and the restructuring of British industry.

A Continental-style National Investment Bank is also proposed along with moves towards more progressive taxation and a tax on windfall profits made by major banks and oil firms.

However, the booklet does not propose re-nationalising firms or parts of firms that have been sold off by the present government. It merely points to a more positive role to be played by the present core of nationalised industries which would be used to develop the UK's economic framework and infrastructure in the areas of communications, energy and transport.

CHRIS YOUTT

A problem shared across the sea

The Urwick report, edited by Ted Cluff. 49pp. £9.95. Computer Publications (CW), Unit 3, 33 Woodthorpe Road, Ashford, TW15 2RP.

THE title of this report could well have been "A problem shared." The book sets out to prove that the problems of the UK DP industry are similar to those faced in the US.

Having proved this to be the case, mainly by means of extensive quotations, the book offers no guidelines as to the value, if any, of the findings.

The knowledge that the DP team in Kensington shares the same problems as those in Louisville does not necessarily comfort those closely involved.

A major limitation of the book, size apart, is that the survey was confined to 24 organisations — hardly the most representative number on which to base a meaningful report.

Apparently the problems most troubling the respective groups of installations were those of staff shortages, program maintenance and, particularly for the UK sample, the problems of new technology.

At least, those were the problems ruling a year or so ago when the study was undertaken.

Ignored

Had the study been made at a more recent date on possibly a wider and less formal basis, there is little doubt that the findings would not have been so predictable.

In the present economic climate, the foremost problems would probably be those of budgeting closely followed by resource management.

Similarly, issues totally ignored in the published survey would now include security, privacy and the growing awareness of the benefits of the PDM independent suppliers.

Confidence by both the general public and the DP industry is not exactly helped by such surveys which only promote the problem areas of computing.

The respective talents of the compilers would surely have been better served by charting the progress, achievements and opportunities being generated by the industry.

Less attention to programmer salary scales and more to the benefits of communication network facilities would have been welcome.

Meanwhile, problems do not seem to have been limited to the DP industry. Editor Ted Cluff has been unable to define a clear beginning, middle or end structure to the report.

One major problem area, at least to the prospective purchaser of the book, is that of value for money. Looking even at an index and running to less than 50 pages, the book is priced at 20p a page. Or for US readers, approximately 3 cents at current conversion rates.

ALAN SIMPSON

Giving robots serious treatment

Robots in Industry, by G. L. Simons. 216pp. £10. NCC Publications (CW), Oxford Road, Manchester, M1 7ED. Tel: 061-228 6333.

THE gradual transition in the public image of the robot from tin-man to builder of Fiat's, perhaps an acknowledgment of the fact that robot engineering is now a respectable discipline.

It is now possible to produce books which can deal with technical aspects of the subject without being obliged to include 18th Century automata, R2D2 and dinner table clearing machines.

This book is one of the first to give a serious treatment to practical robots and is an introduction to the technology and applications of industrial robots.

By this is meant manipulation which does a repetitive handling task under automatic control without human intervention. The book does not deal with, in any extent, robot vehicles or human-controlled manipulators.

Performance

Chapters cover numbers in stalled and economic aspects, typical models and their performance; mechanical features; sensory systems; programming and control; and applications. A classification of UK suppliers is appended.

The book will be found useful as a guide to the current state of industrial robot technology in Europe, Japan and the US as well as an index to suppliers and publications. It is up to date and brings together a lot of otherwise scattered information.

However, caution must be exercised in assessing the developments described, particularly with respect to claims for performance.

The book often seems rather uncritical. For example, the chapter on sensory systems consists to a large extent of a string of brief reports on projects, sometimes derived from magazine articles rather than the original source and, therefore, subject to an unknown degree of error.

The section would have been strengthened by a comparison of the various systems described and an assessment of the degree of development and their usefulness.

Criticisms

A few minor criticisms cannot be set at random. I would like to see some evidence for the statement that robots with legs have operated successfully in the domestic environment; reference to "tailor-made chips" as components of all kinds are known to journalists, seem to be present because of a feeling that modern pieces of writing are complete without them; and I would dispute that "it seems highly likely that people who today will come to have artificial machines at least as intelligent and capable as ourselves."

At £10 the book seems rather expensive; for this price one might expect some line drawings in addition to the photographs. Certain points, such as the geometry of grippers, would be clarified by illustration. Nevertheless, the book is likely to be of value to anyone with a serious interest in industrial robots.

Dr JACK TUDOR

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(2502)

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Ideally with experience of Coral Pascal or Assembler programming. For Real Time Process Control applications. Manufacturing environment.

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Consultant: Roger Carr.

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2 years' analysis/programming experience. Commercial experience. ICL installation.

Up to £7,800 **COBOL PROGRAMMER** **WORCS.** **W284**
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£7,000 **PROGRAMMER** **WILTS** **W285**
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C.£7,000 **COMMERCIAL PROGRAMMER** **WORCS** **W289**
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Signed: Bob Male, General Manager.

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Junior Programmer/Analyst

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To £8000
CW 35/1

Data Processing Manager

Near Uxbridge
A well established and successful light engineering company is expanding its data processing department and obtaining a System 34 computer. They now require a suitable candidate with small system installation experience, preferably with a business studies or science degree background. The candidate must have RPGII knowledge plus a smattering of COBOL. There will be usual company perks and prospects look good.

To £11,500
CW35/2

PL/1 Vacancies

London and Home Counties
We have a number of positions ranging from Programmer to Project Leader with both small and large commercial companies. Locations are the CITY, BROMLEY, BRENTWOOD, CHATHAM, REDHILL, SLOUGH, ENFIELD, SOUTHALL, COCKFOSTERS, BRACKNELL, WATFORD, BEDFORD, ESHER, SWINDON & CHELTENHAM.

£5,500 to £11,000
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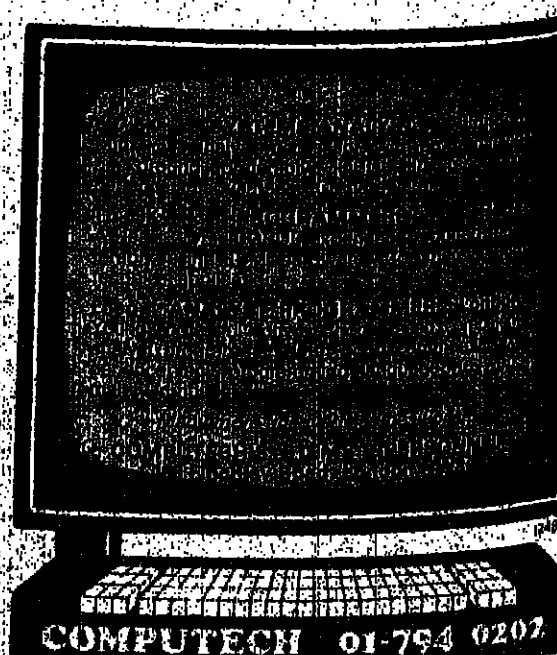
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ICL 2900, COBOL. Start mid-September. North West area. Must have experience of VMEB operating systems, commercial systems experience also essential. 3 months' initial contract.

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ICL 1904S, George III, DME. Contract involves conversion from 1904S - 2960 model 10, must have knowledge of George III and DME. Lots of travel involved. Duration 6 months. Immediate start.

*** GOOD ANALYST REQUIRED £300**
IBM and/or mini experience preferred. To work on sales system. Start immediately. Duration 3 months. Midlands area.

*** SENIOR PROGRAMMERS £280**
IBM 370/138, CICS, PLI, COBOL. Real-time environment, supervising programming teams. 6 months' contract, immediate start, North West location.

*** PROGRAMMERS £300**
IBM/PLI, IMS/DB/DC experience required. Real-time environment, working on varied financial applications. Start immediately. Midlands location.

*** PROGRAMMER £270**
UNIVAC 1100 experience. 4 years plus COBOL essential. Systems support and suite modification. Start October. North West location. 3 months initial duration.

*** PROGRAMMER £300**
PDPII, Fortran. North West location. Development of system for plant information. Familiarity with Fortran programming essential on DEC/PDP II. Start September. Duration 6 months.

*** ANALYST £300**
DEC 10, Fortran. North West location. Statistic modelling/simulation experience essential. Start immediately. Duration 1-2 years.

*** PROGRAMMER £280**
Good Fortran and Data General Assembler experience essential. Immediate start. Midlands location. 3 month initial contract.

061-833 9341 (Manchester)
021-643 8867/8 (Birmingham)

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Our client's current hardware is soon to be replaced by an IBM System 38 and future plans include a network of minis throughout the country.

A dynamic computer operations manager is required who is capable of imposing professional standards and disciplines on the installation and of gaining the confidence of users.

This exceedingly demanding position offers challenge and job satisfaction to an experienced manager or chief operator who has the ability to impress his personality on the department. Previous IBM experience, though not essential, would be useful.

COMMERCIAL SYSTEMS

COBOL Programming experience essential for these Programmer and Analyst positions offered by leading London Bureau. A considerable amount of the work is on development of new commercial systems. Profit share scheme to £10K

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Technical background on minis preferably with knowledge of graphics and plotters. Required for sales role in Northern England. Products are high-quality graphics terminals - previous client contact advantageous. Selling experience not essential. c. £7.5K basic

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Systems Analysts with extensive experience of micros combined with commercial appreciation required for design and development work on hardware and software at new Berkshire office of leading supplier in the micro field. Electronic Engineering background preferred. £9-14K

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Programmers, Analyst/Programmers and Analysts with 2+ years Mini Assembler knowledge of hardware and software, and a general scientific/technical background required by an International Systems Group in Holland. Applications include Process Control, Robotics, Message Switching and Simulation, Education assistance. £12-17K

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Analysis or similar with general financial systems background and knowledge of database products required by Professional Services division of major IT and DB systems supplier based in Berkshire. Mobility essential, as most of your time will be spent visiting the Company's UK clients. to £11K

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£7-13K + Benefits (U.K.)
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Experienced Project Leaders wanted by leading Mini computer Manufacturer for their development centre in Middlesex. Major applications are banking and similar business systems. Previous involvement with minis essential. Knowledge of hardware switching of interest. c. £11K

Knowledge of Process Control and Communications applications on DEC equipment is of especial interest to this Surrey-based specialist consultancy - personality and intellect important to get along with your colleagues in a small, but select, office. to £8.5K

MACRO 11

Programmers with Macro 11 experience are urgently sought by young, but soundly financed Software House based in London. An excellent opportunity for those interested in technical/military projects to be in at the start of a new venture, and to grow with the company. to £9K

MICRO-BASED TERMINALS

Analyst/Programmers required for projects on micro-based terminals, Texas and Intel. Intelligent terminals. Good programming background on minis and micros needed with a proven ability to work with a variety of hardware and software. Project location in London and the Home Counties. to £9K



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COMPUTER WEEKLY

DEPUTY EDITOR £10K

This key position offers substantial scope for influencing the running of the country's top computer newspaper. With a circulation of over 90,000, and an excellent editorial reputation, Computer Weekly is at the head of its market.

It now needs a Deputy Editor, who has both the drive and organisational skills to keep it there, and the energy to run the paper day-to-day.

The successful applicant is likely to be a qualified journalist with substantial experience of the computer industry, though the appointment of a candidate with the right professional and personal qualities, but little or no journalistic experience, is also possible.

SENIOR REPORTER

A vacancy will arise shortly for a senior reporter. He/she will either be a specialist computer journalist who wishes to move to the market leader and work with similarly skilled colleagues, or have thorough knowledge of at least one part of the industry, gained through working in it, and feel able to make the switch to journalism.

Computer Weekly is a leading title of the International Publishing Corporation, the world's largest publisher of specialist and professional journals. Its editorial offices will be moved from central London to Sutton, Surrey in early November this year.

Apply in writing, stating why you feel capable of filling this key position, and enclosing a full cv. Send your cv to: The Editor, Computer Weekly, IPC, 100 Avenue Road, Suite 400, Sutton, Surrey, London, Surrey, GU6 2AB.

AMES PERSONNEL

Employment Agency Suite 14, Dryden Chambers, 119 Oxford Street, London W1R 0PA Tel: 01 434 1106

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If you are interested in any of the above positions, please phone for an Application form or send in your full CV.

Have you experience of computer systems, programming or method study?

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Our client is developing on-line systems in COBOL, initially using NCR 5200 series computers.

Successful candidates will be based in Lagos (with free accommodation and medical care) but will have occasional visits to other locations. Posts are offered on a renewable 1 year contract.

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John Tattersall, U.I.M.C., St. Bridget's House, Brixton Road, London SW9 8BP.

Telephone: 01-5774/5363.

COMPUTER WEEKLY

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Data Processing Manager

Near Uxbridge To £11,500
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PL/1 Vacancies

London and Home Counties £5,500 to £11,000
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THE SALES BIT

Moving into management

A FEW weeks ago my company ran a recruitment campaign for the location of computer salesmen. It consisted of a series of advertisements, each featuring a particular benefit available to prospective recruits.

While the features were, by and large, equally attractive, it came as no surprise to me that by far the biggest response was to the advertisement aimed at salesmen aspiring to enter sales management.

Most senior salesmen, when asked "What will be the next stage in your career?" typically declare their ambitions for advancing into sales management. However, more often than not, this response comes over as a reflex action of someone wishing to say the "right thing" as opposed to the revelation of a well considered sales strategy.

The transition from salesman to manager is not an easy process. I don't know of any statistics on the subject, but my guess is that there are significantly more failures than successes.

The attitudes of both salesmen and their peers on this change of occupation (for change it certainly is) is typically naive. It is as if they believe that bestowing the title of manager automatically initiates a divine power upon the individual, giving him the skills and qualities necessary for success.

Why do so many salesmen fail to survive this change of role? Probably it is because they do not appreciate the difference between being a sales manager and being a salesman.

What are the functions of a sales manager which make him so radically different from a salesman? What are the things he should be doing?

● Direction. Establishing the what, how and where of the selling effort. (The manager's scope for doing this tends to be a function of company size).

● Leadership. Being a mentor to his sales force, holding their respect and, generally, developing a high level of esprit de corps.

● Motivation. Establishing objectives and generally a success-oriented environment.

● Strategy. Using entrepreneurial flair and creative skills to the full in order to utilise all possible approaches to achieving objectives in the short, long and medium term.

● Monitoring performance. Being especially in touch with present and future performance by individual salesmen and clients, and being able to anticipate in order to take early action. (This means at least one-third of his time needs to be spent in the field).

● Business awareness. Being constantly aware of the difference between profitable and unprofitable business.

● Education. Ensuring the development of the skills of each salesman and himself. There are of course some things he should not be involved with.

● Supersalesman. He should not be rushing around attempting to close the sales his salesmen cannot handle. "All you have to do is copy me!" He must avoid the temptation of doing everything himself.

CONFERENCES

Understanding graphics

A THREE-DAY Seminar entitled Understanding and Using Computer Graphics will be held in Germany, Monaco and London in September. Designed to make known the use and benefits of computer technology to both current and potential users, the seminar will give practical information on hardware, software, systems and applications. The seminar is being organized by Frost and Sullivan and will begin at the Canadian Pacific Hotel, Frankfurt, West Germany on September 10-12. Between September 15 and 17 the seminar will be held at the Loews Monte Carlo Hotel, Monte Carlo, Monaco. On September 24-26 the seminar will be held in London at the Cumberland Hotel. Further details can be obtained from Frost and Sullivan Ltd, 104-112 Marylebone Lane, London W1M 8PU.

For software executives

THE SOFTWARE Info Conference is organized for executives and professionals concerned with the current and future use of packaged software. It will be held at the Hyatt Regency Hotel, Chicago, High Lights of the conference are discussions of productivity issues, software security and fraud control; applications of software in the banking, insurance and manufacturing industries and an update on packages for minicomputers. Running concurrently with the conference will be a software exposition organised by InfoSystems. The conference takes place from September 22-25. Details from Software Info, 1730 N. Lynn Street, Suite 400, Arlington, Virginia 22209. Tel: 0101-703821.

SEAS meets in Norway

THE ANNUAL SEAS meeting, the Share European Association, SEAS will take place in the Inyfael-Ishnell, Bello, Norway on September 22-26. Further information can be obtained from SEAS HQ, Teer-noivold, 6325 ED-Nijmegen, The Netherlands.

